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Tom

June 7, 2004

LT Commander A Cecil  
Colonel Mark Postgate

April Pos force '01  
scenario that was rejected  
material provided to commission a  
month ago by Postgate

Postgate assigned to NORAD  
chief live fly branch, exercise branch  
or design exec exercises for  
concord. sector well all of through  
the region.

Exercise positive force '01  
no live flying takes place  
a month dot 14 + paper work

Cecil rec. orders from San Diego to  
NORAD

month April 2000

NORAD exercise branch  
arrived for Postgate

by 1st overview '01 - he worked  
it exclusively

Began working on live-fly exercises  
throughout rest of time at  
NORAD. identical 91.3

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Postgate

Vigilant Overview Positive Force  
01

Vig Over

Command Dist command wide  
all participants  
under Pos Force umbrella  
Spaa com  
Trance com  
Pay com  
US focus Korea, Japan

Big picture: peace time exercise  
contingency events  
terrorist type events  
combat american exile  
group

lower key nature below  
theater of major war  
mid to late '90s put together  
exercise programs

Positive Force 01

- chairmans exercise sync initiative  
warad exercise planner - NORAD  
more linked in to other commands  
united command-line timeline to run

X

Big path

Post. There column of diff  
unified commands oper under  
JS umbrella

exercise directive

NORAD role in Pos

Force -

Coop intent

Postgate

Thrust - to give training to all  
officers -

Cecil looked at combined  
exercise

such out cpts for NORAD in  
other exercises.

Challenges to air sovereignty  
wherever

events run off coast of Alaska,  
for instance

JS wanted to accom. coop  
scenario from one of other  
exercises

relocation of area of ~~NORAD~~ in Pentagon

NORAD design team continued to

design the coop scenario for JS.

Started to build scenarios to develop

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when Cecil showed up the design  
was already in the notes  
was there when ~~he~~ showed to up

Plugging into the intel process

NORAD - airborne threat -  
hijacking was premise - used in  
the ~~past~~ past - Hijacking was not  
~~so~~ unusual.

Used fictitious + real world  
terrorist groups

Hijack transatlantic to give  
division makes plenty of time  
target would be known as  
Pentagon

either a shoot down scenario  
or a relocation to other  
destination

Leadership is receiving info about  
group of terrorists w/ that sort of  
pattern.

Intel reports - lead leadership  
down the path

The JS exercise COOP  
NORAD - shoot down or aircraft divert



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YEAR 2000

Scenario + Intel relationship

time  
 { Overall planning took over a year  
 Started JS looking at it - decided  
 started talking to JS planners  
 working on QDP scenario June of 2000  
 ↳ knocked out of plan  
 some time after that

Intel

Building the threat

what was driving it. Early  
 Drafts link the hijack to Hamas  
 underworld & fictitious

Hamas reasonable b/c planning  
 ability to pull off something of  
 this scope

Rob Eldars - Dep + Chief of Intel

Postgrate..

Intel

Spacecom & NORAD  
 separate

Service branch sent to TR Directorate

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Intel people on loan "Trusted agents" to exercise branch

intel team ( Sidars was the Supervisor

Canadian officers were

Major ~~Etal~~ Skaaraap Army

Lt. Deb Mayfield Navy

don't recall any specific real world intel that supported the scenario

They looked at capabilities; goal was to create a scenario that was believable enough so participants wouldn't snicker.

no real world threat reporting indicated a possibility.

Pos Force 1:

Cecil - interactions w/ intel branch

They were attached to T2 intel shop. Skaaraap & Deb are responsible to support Exercise scenarios

day to day other day interactions

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Plausible group used; ~~to~~  
provided by intel.

real world intel influenced Intel's  
decision.

As the experts, they selected or  
proposed the group.

Concurred of this given to intel  
guys to

Intel had the opt to create + did  
create events of their own based  
on what they saw.

The management of exercise was  
J38 branch: we were the ones  
responsible to ID the objectives  
+ develop events to train for  
those objectives.

Intel branch drove any scenarios  
that you are aware of?

Not that I remember.

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Interaction between Intel & planners

Postgate

Intel was supporting role  
The exercise planners decided on  
direction "ie, what objectives?"  
The exercise ~~was~~ would take

Time line; types of events; locations

↳ all of that fed to  
Intel

↳ came back up scenario  
to support the outline.

Postgate: Intel never drove an exercise  
started focusing on cruise missile  
threat, that was driven by the  
leadership not intel.

Commander Line notes decision making process  
of shot down what approval needed  
& do that

never drove staff as to shoot down  
decision



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anyone outside the NORAD structure  
was "simulated" for Eberhart -  
Sec Def or the President "White cell".

Authorization process - simulated -

never actually done a shoot down.  
They were all CPX exercises  
not live - fly exercises while we  
was there.

RDE

Simulated seeking higher  
authority - that had to come  
above NORAD commander?

yes

Sec Def or President?

can't recall who had ultimate  
authority to engage aircraft  
Both of those individ. were  
not played

last up w/ Strat comm for with  
inents.

Cec. 1

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Thought process was incorporated  
Authority depends on Def con.

Peace Time - means Sec Def

Neither were aware of  
actual participation of NMCC  
in the exercises.

Did anyone ever get the leadership/  
NMCC/Pentagon involved in  
training

Chairmans exercise snyc initiative

was to obtain that objective  
lateral snyc. Playing together.  
inc. national level

1998 - 9/01/01 : The initiative did not  
result in training or ROE in real  
way between NORAD & National leaders.

NMCC ?

exercise chain of command

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Number of nat/world wide conferences  
for conference  
support of NMCC was requested -  
certainly involved throughout  
from the technical standpoint

The positions of patching in secret  
on part of NMCC were not  
exercised

Duty officer at the NMCC would be  
on the

Hijack scenario would involve  
a air threat conference or significant  
event

FSA would also be involved  
in hijack scenarios

Interface? Then

For FMA controller - "go to man" for  
anything related to them

AN - the "two" open hijack conference

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PORTGATE

- .. Designated to handle it?
- .. What was it called?
- .. ~~Doesn't~~ Doesn't recall -
- .. NORAD - FAA HQS
- .. involve the sector level.

Always open Injach line

NORAD perspective

- .. Command center Battle staff personnel
- .. ; FAA player ; sector ;
- .. does not recall if it was
- .. simulated the sector.

- 1) Classified air event conference  
doesn't recall if they are  
attraditionally in that  
conference or not
- 2) unclassified Injach conference

Clear

- .. He was not in Col. Springs on 7/11
- .. He wasn't there to see ~~was~~ what
- .. conference was set up how NORAD
- .. (asked up w/ FAA that day -

NORAD recall it from that. It's not



to patch ~~FAA~~ into a classified  
conference - accordingly difficult  
to patch ~~FAA~~ in.

Went to:

Airport already reservations - Herndon  
Postgate ~~he~~ ~~was~~ ~~the~~ one live fly guy  
went there to talk about  
participating in live events  
instead of ~~role~~ roleplaying <sup>get</sup> real people  
"difficult ~~never~~ to do"  
↳ got ~~FAA~~ to participate

open conferences; smaller exercise;  
real participants rather than  
simulators took place

~~FAA~~ & ~~NOIAD~~ was not regular training  
Attached to VO exercises. That  
was once a year.

Following exercises formal lessons  
learned series.

Doesn't recall what the  
specific lessons learned about  
the ~~FAA~~ was.  
Process of evaluation

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Postgate ID requirement to talk to  
FAA.

That was impetus for the visit  
to Herndon to get them on  
board -

Cecil p. 9-11 nothing specifically  
highlighted about connectivity  
to FAA

PFOI scenario

- reported as rejected by  
Planners wh. TS -

mid - planning conference  
at NORAD

Postgate not sure when it was  
decided the NORAD was going  
in a different direction.

Jan - Sept it changed.  
the scenario was removed  
from the PFOI.

Civilian Contractor Tim Hellbarger  
said the event was a conference  
NORAD

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of scenario. Concluded no, we  
aren't going to do that.

Coming to a head:

Push Back from JS-

Proposal of event was something  
they weren't enthused about

It was a COWP driving scenario

many conferences

He was told @ the conf. the  
Hr,ark scenario was eliminated

The event would overshadow  
theatre war in NK which was the  
main idea

"too provocative" w/ a new Administration

in office  
"Not a realistic" idea was also a factor  
in their decision

He went back to the drawing board  
He did the training for NATO leadership

POST GATE

The Coop was not his main concern.

Drive some good interaction b/w  
NRAO & leadership.

cooked for other avenues

They either approve or disapprove  
no opp to reattach.

Since looking up w/ so many commands meeting many times of the topic

Coal:

11. tax controversial

"Unrealistic."

" did not match objective the set "

↳ JCS found the impact it would have on the exercise objectives was seen to be "detrimental". Their four way to be went in Korean peninsula.

Cecil

"We were frustrated" at the denial  
the exercise significant went toward the  
end of the exercise. By removing +



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their sector - the NEADS.

We went

It was to be the culmination of the NORAD portion of the exercise. Expressed as we would have to go back to the drawing board.

### Postgate

created more work for the design team to provide same level of activity

centerpiece of the activity - the link would be culmination for NORAD exercise players comm laterally & up the chain - that would have been excellent training - we had no role of addressing the JCS.

Cecil

Before JCS picked RSOI to be centerpiece  
of DFOI

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Before that NORAD had free reign to do whatever they want -

Once they were linked up; distractions - concerning responsibility was TCS's once they came on board; many compromises had to be made.

Description of Hijack  
hijack commercial airliner? yes - Transatlantic;

- a carrier was not chosen.
- or a type of aircraft, knew it would be transatlantic
- needed it engaging for hours;
- in order to "push all the buttons they wanted w/ NORAD staff"

Cecil

Exercise Branch large command with NORAD played w/ max fidelity & support from subcommand than other commands he has been to.

Since then, NORAD conducting many more exercises & shifted focus

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## POST GATE

.. alert has changed since 9/11

.. pre 9/11 world had definite focus

.. CW → time contingency operation  
 .. still outward looking  
 .. main pin aerospace control  
 .. sovereignty over the US +  
 .. Canada

.. Branched out into peacetime operation

.. develop the fly events  
 .. focused on one region or area  
 .. but get broad interaction  
 .. w/in command

.. 9-11 of didn't go on that way;

.. frequency & focus has changed  
 .. dramatically at NORAD

.. not foreseeable to plan for that  
 .. attack before 9-11.

.. we looked to longer range; more time;  
 .. limited scale for attack



POSTAGE

NORAD has exercise planners  
 Senior levels build exercises driven  
 up the chain  
 e.g. crop dusters +  
 cruise missile

Best way to train is actual players  
 actual systems used  
 → move away from simulation

trying to provide more and more  
 of that during their time there.

no one can actually simulate; you  
 lose fidelity; when you  
 simulate second.

— Intel shop; community within NORAD  
 as Driver leading forward  
 coming up w/ scenarios  
reversing those roles

Intel would <sup>hit</sup> agree — "chicken + egg"  
 question

there is history exercise design & planning  
 Intel is wrapped around those  
 products



Postgate:

Intel wrapped around;  
we build events & set objectives  
Intel fills flesh around it.

An Intel officer says the driver  
the process by making it realistic

Secal

Politized environment; m.i. Environ;  
he can't comment on what intel's  
perspective at NSA is now.